

A blurred background image showing a group of people in a meeting. One person in the foreground is pointing towards a screen or document. The image is out of focus, emphasizing the text overlay.

Performance Management:

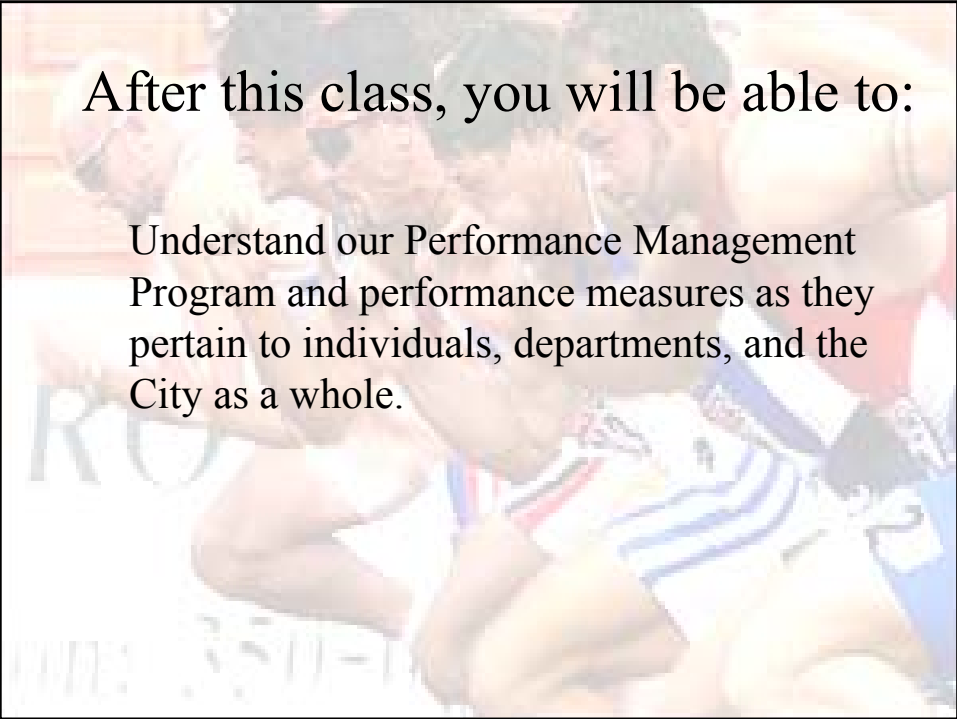
*Making sure we do the right
things well.*

Presented by:
Joe Yager & Ryan Adkison



Topics of Discussion

- Overview of Performance
 - Class Goals
 - History of Performance in Wichita
 - Visioneering and the Strategic Agenda
- Performance Management Breakdown
 - Establishing Performance Measures
 - Tracking Performance Measures
 - Decision-Making
- Questions



After this class, you will be able to:

Understand our Performance Management Program and performance measures as they pertain to individuals, departments, and the City as a whole.




History in Wichita

In the Beginning

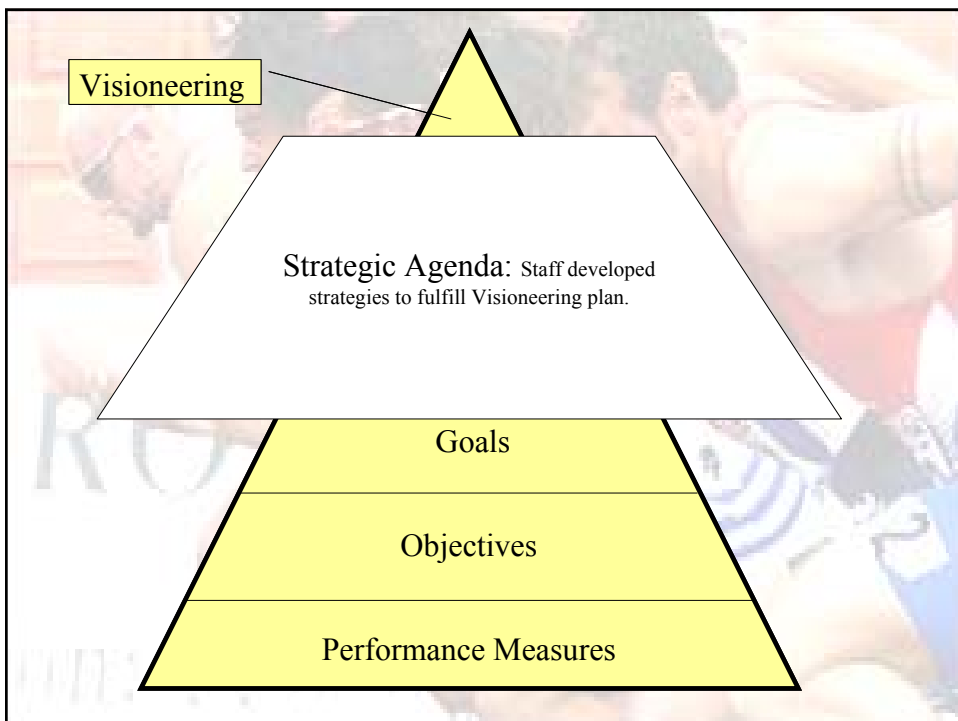
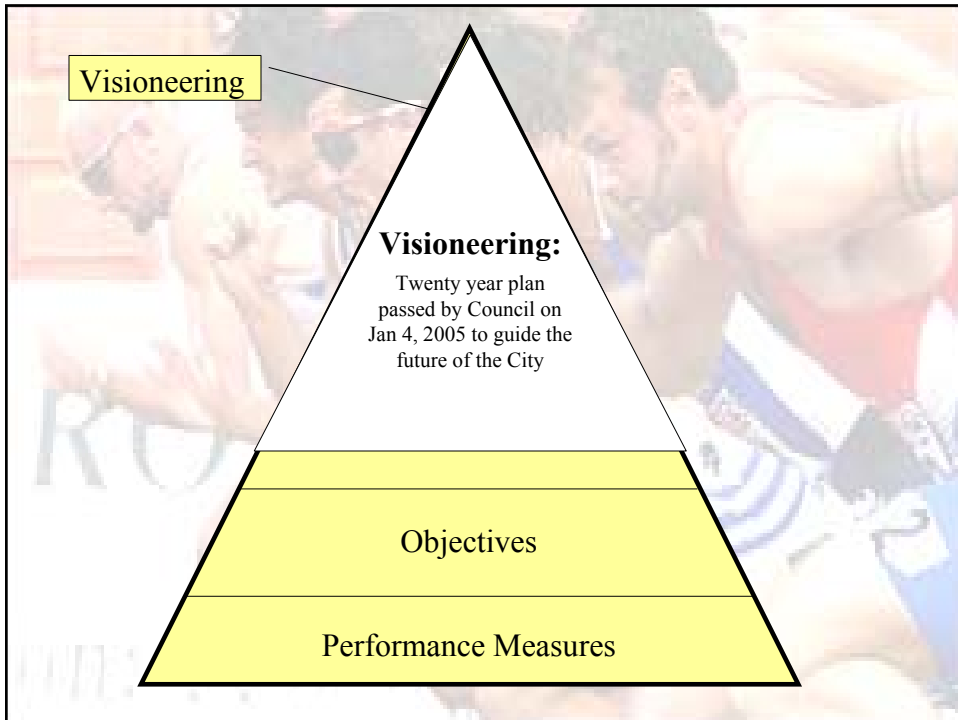
Later On

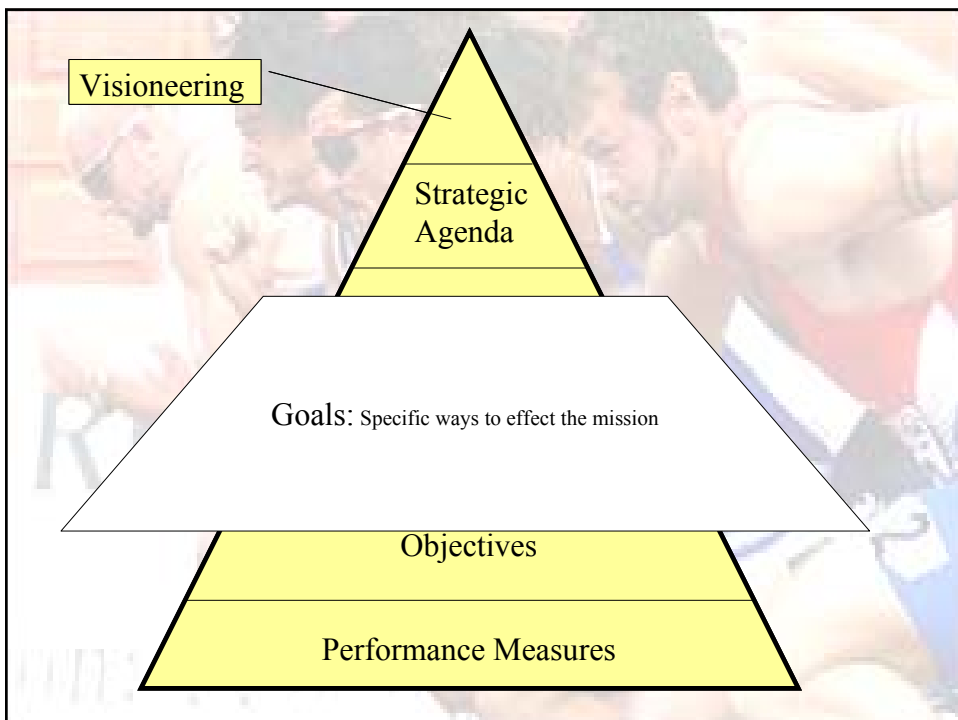
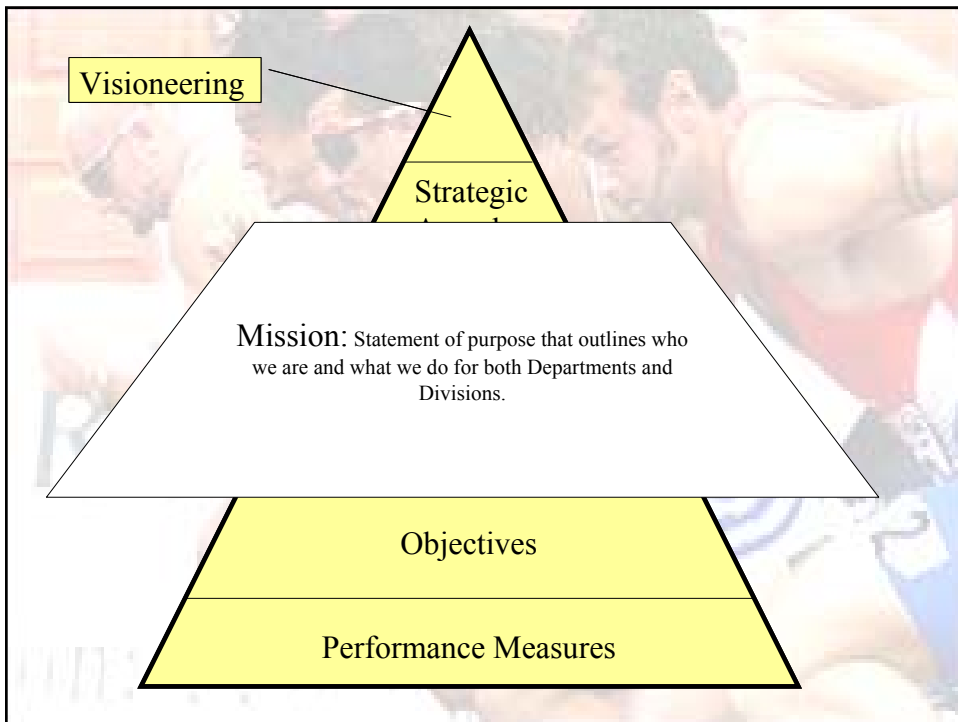
From Now On

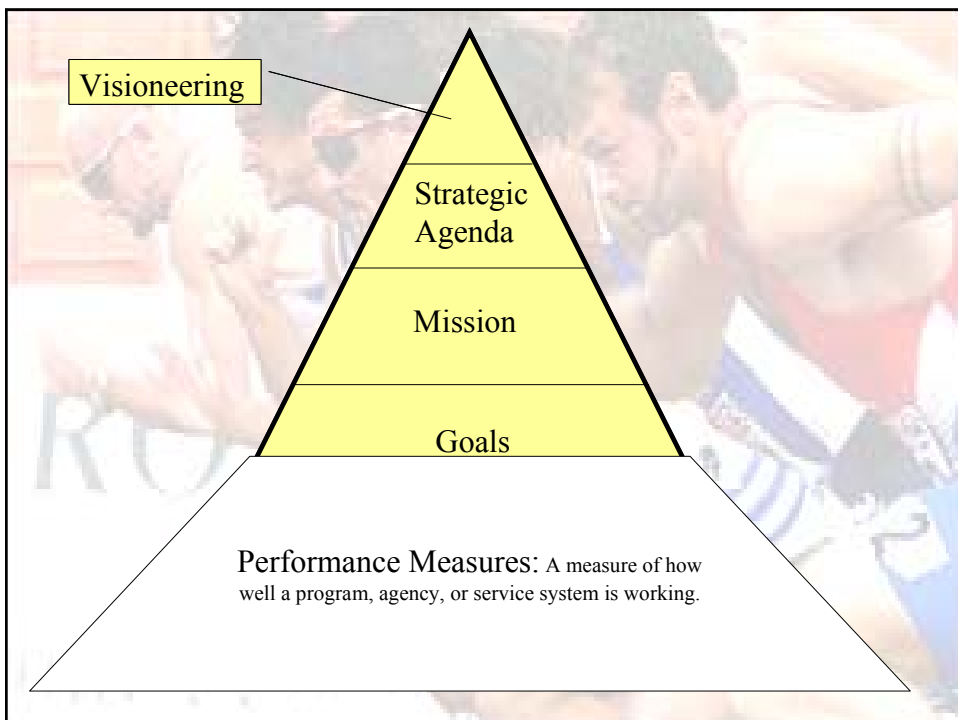
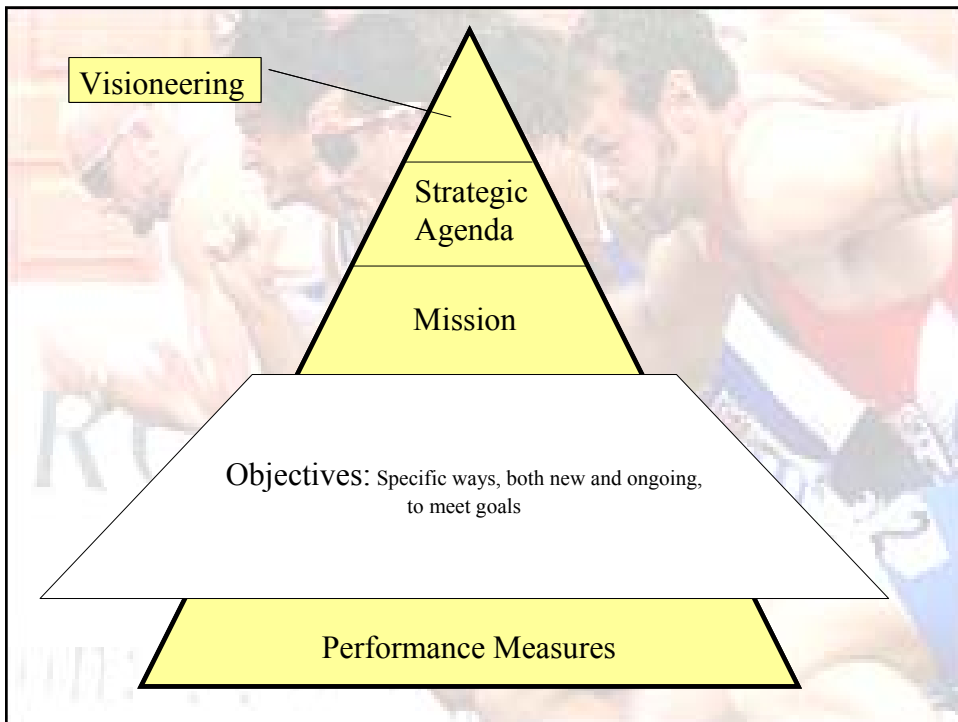


What's in it for me?

- If I can..... Measure, Track, Show & Improve Performance
- Then..... here's what's in it for me:
 - Improvement
 - Success
 - Satisfaction
 - Tool vs. fingers crossed
 - Knowing where you are at and where to go
 - Knowing that you've made a difference
 - Communication to public & superiors









Performance Management Breakdown



The Performance Management System

1. ID What to Measure

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- What distinct group/division/program do you want to measure?
- Look at Organizational Chart

The Performance Management System

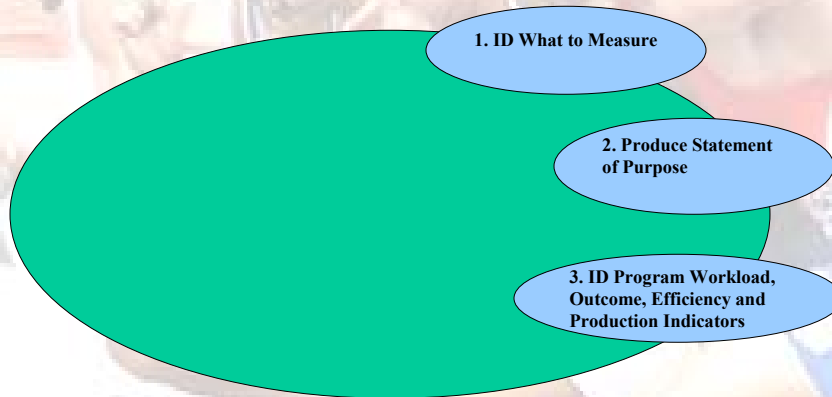
1. ID What to Measure

2. Produce Statement of Purpose

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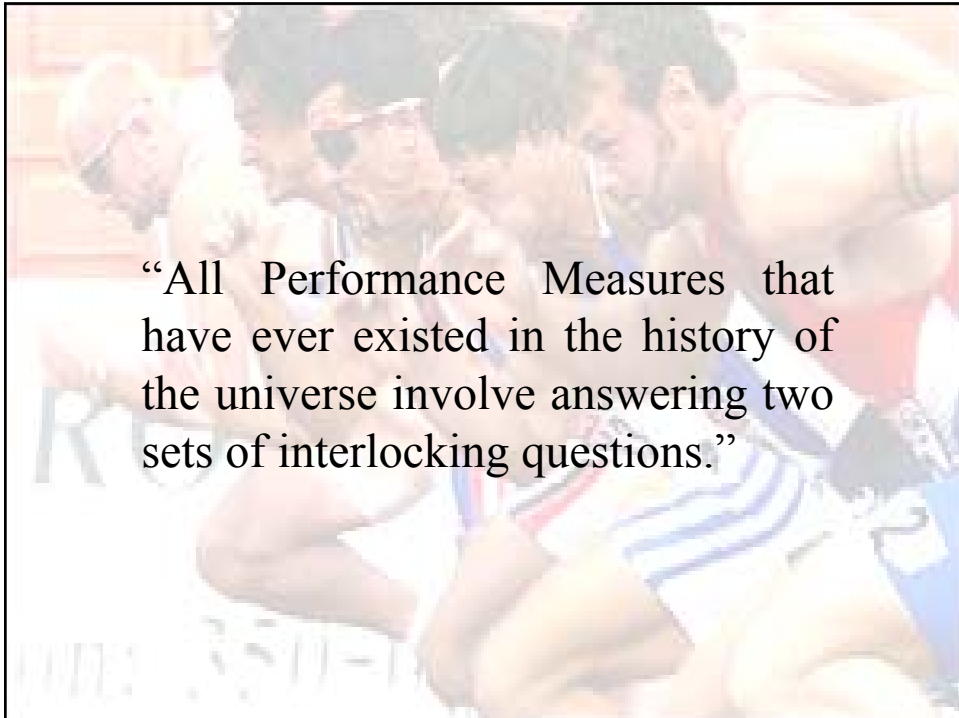
- State what you want to accomplish, what service you want to provide, then measure it
- Go down to division level if possible
- Should tie into department's mission, Strategic Agenda, and ultimately, the Visioneering document

The Performance Management System

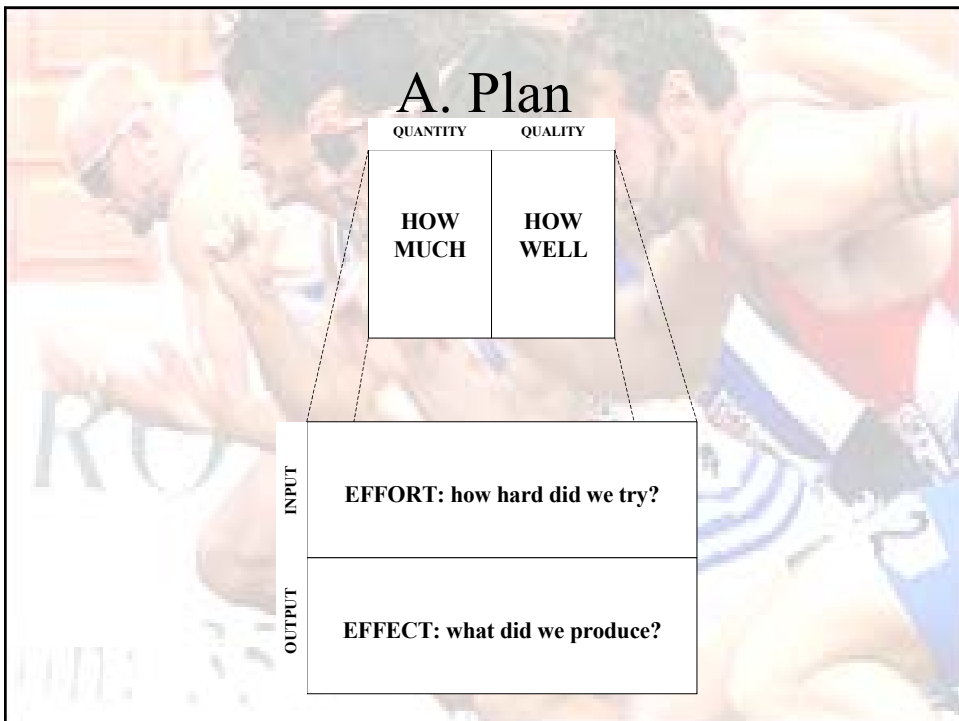


3. ID Program Workload, Outcome, Efficiency and Production Indicators

- Be consistent in labeling program indicators and focus on concepts whenever possible
- Use quadrant method to understand concept of what you are measuring
- Balance is key, too many measures dilute good ones, not enough measures inflate importance of what is measured



“All Performance Measures that have ever existed in the history of the universe involve answering two sets of interlocking questions.”



Order of Operation

	Quantity	Quality
Input	Performance Measures: <div>1</div> SMART Targets:	Performance Measures: <div>3</div> SMART Targets:
Output	Performance Measures: <div>2</div> SMART Targets:	Performance Measures: <div>4</div> SMART Targets:

IS ANYONE BETTER OFF?

What you have control over

	Quantity	Quality
Input	Performance Measures: <div>1</div> SMART Targets:	Performance Measures: <div>3</div> SMART Targets:
Output	Performance Measures: <div>2</div> SMART Targets:	Performance Measures: <div>4</div> SMART Targets:

More Control (pointing to Input Quantity)

Less Control (pointing to Output Quality)

The Best Decision Making Quadrant

	Quantity	Quality
Input	Performance Measures: <u>Least Important</u> SMART Targets: For Decision Making	Performance Measures: <u>2nd Most Important</u> SMART Targets: For Decision Making
Output	Performance Measures: <u>3rd Most Important</u> SMART Targets: For Decision Making	Performance Measures: <u>Most Important</u> SMART Targets: For Decision Making

Quadrant Method for Performance Measures

	Quantity	Quality
Input	Performance Measures: ~ How Much Service Did We Deliver (Work Load) SMART Targets: 1	Performance Measures: ~ How Well Did We Deliver Our Services (Efficiency) SMART Targets: 3
Output	Performance Measures: ~ How Much Change Did our Services Produce (Production) SMART Targets: 2	Performance Measures: ~ How Good Were Our Products (Outcomes) SMART Targets: 4

Quadrant Method for Performance Measures

	Quantity	Quality
Input	What We Do # Clients/customers served # Activities (by type of activity)	How Well We Do It % Common measures (e.g. client staff ratio, workload ratio, staff turnover rate, staff morale, % staff fully trained, % satisfied customers, % clients seen in their own language, worker safety, unit cost) % Activity-specific measures (e.g. % actions timely, % clients completing activity, % actions correct and complete, % of actions meeting standards etc.)
	Is Anyone Better Off?	
Output		
	# Skills/Knowledge (e.g. parenting skills) # Attitude (e.g. toward drugs) # Behavior (e.g. school attendance) # Circumstance (e.g. working, in stable housing)	% Skills/Knowledge (e.g. parenting skills) % Attitude (e.g. toward drugs) % Behavior (e.g. school attendance) % Circumstance (e.g. working, in stable housing)

Quadrant Method Examples:

Education

	Quantity	Quality
Input	<ul style="list-style-type: none">How many students did we serve this year?	<ul style="list-style-type: none">What was our teacher/student ratio?What percent of our teachers have advanced degrees?How "rich" is our extracurricular program?
Output	<ul style="list-style-type: none">How many children graduated?How many children dropped out?	<ul style="list-style-type: none">What percent graduated on time?What percent completed advanced placement courses?What percent entered work or college after graduation?What were average earnings for our students 2 and 5 years later?

Quadrant Method Examples:

Welfare “Reformed”

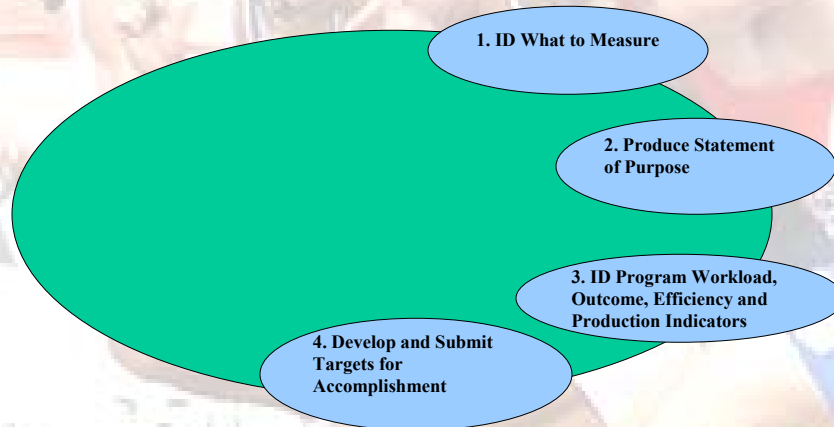
	Quantity	Quality
Input	<ul style="list-style-type: none"> • How many clients/families did we serve? • How many were placed in job training? 	<ul style="list-style-type: none"> • What percent of those served were long-term dependent cases? • What percent of those served had employment support plan needs met (e.g., child care, transportation, etc.)?
Output	<ul style="list-style-type: none"> • How many clients successfully completed employment training? • How many were employed in non-subsidized employment? 	<ul style="list-style-type: none"> • What percent of clients served were employed? • What was the job retention rate at 6, 12, and 24 months? • What percent of jobs had health insurance? • What was the cost/benefit ratio of the employment program (direct costs vs. reduced/avoided welfare payments)? • What was the welfare reentry rate?

Quadrant Method Examples:

Health

	Quantity	Quality
Input	<ul style="list-style-type: none">• How many patients have we served?• How many clients are enrolled?	<ul style="list-style-type: none">• How long is the wait for an appointment?• How accessible are our offices? (% of patients within 20 minute trip from home or school)?• How often do we see children at or near their school?• What percent of children receive well-baby or preventive appointments?
Output	<p>For our client population:</p> <ul style="list-style-type: none">• How many acute-care visits?• How many hospital days?• How many preventable illnesses?• How many healthy births?	<p>For our client population:</p> <ul style="list-style-type: none">• What percent of children are fully immunized?• What percent of births are healthy (low birthweight % or birth complications %)?• What percent of children experience preventable illness?

The Performance Management System



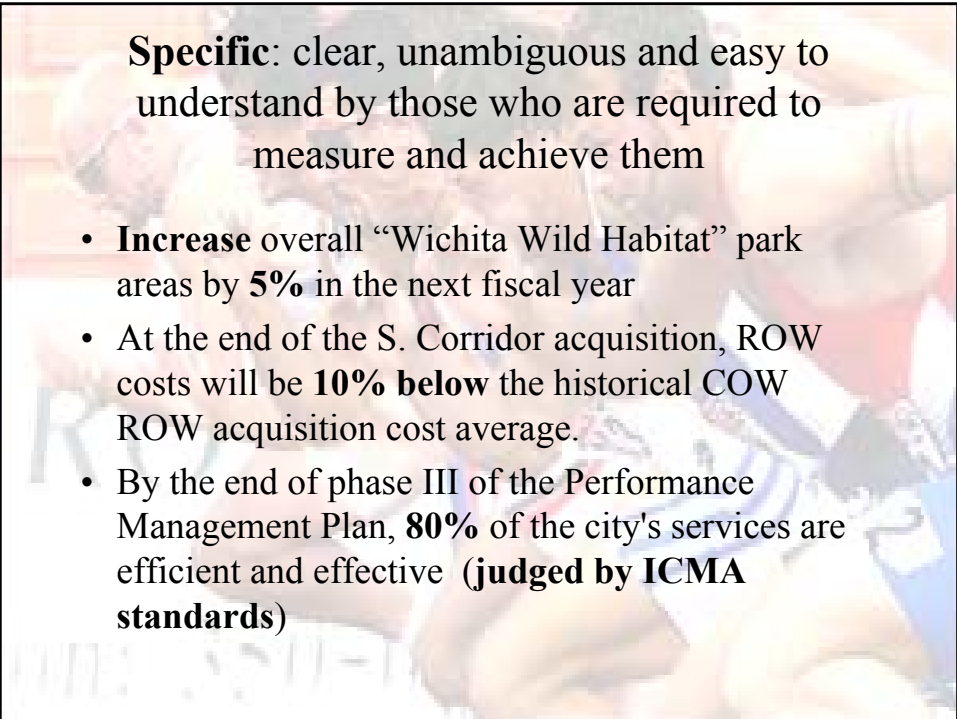
4. Develop and Submit Targets for Accomplishment

- Good Performance Targets will be S.M.A.R.T:
- **S**pecific
- **M**easurable
- **A**chievable
- **R**elevant
- **T**imed



Examples of SMART Targets

- Increase overall “Wichita Wild Habitat” park areas by 5% in the next fiscal year
- At the end of the S. Corridor acquisition, ROW costs for project will be 10% below the historical COW ROW acquisition cost average
- By the end of phase III of the Performance Management Plan, 80% of the city's services will be efficient and effective (judged by ICMA standards)



Specific: clear, unambiguous and easy to understand by those who are required to measure and achieve them

- **Increase** overall “Wichita Wild Habitat” park areas by **5%** in the next fiscal year
- At the end of the S. Corridor acquisition, ROW costs will be **10% below** the historical COW ROW acquisition cost average.
- By the end of phase III of the Performance Management Plan, **80%** of the city's services are efficient and effective (**judged by ICMA standards**)

Measurable: there is no point setting a target for which success cannot be gauged by referring to a specific measure or measures

- Increase overall “Wichita Wild Habitat” park areas by 5% in the next fiscal year
- At the end of the S. Corridor acquisition, ROW costs will be 10% below the historical COW ROW acquisition cost average.
- By the end of phase III of the Performance Management Plan, 80% of the city's services are efficient and effective (judged by ICMA standards)

Achievable: expressing specific aims that staff feel can realistically be achieved, with some effort: ‘out of reach, but not out of sight’

- Increase overall “Wichita Wild Habitat” park areas by **5% in the next fiscal year**
- At the end of the S. Corridor acquisition, ROW costs will be **10% below the historical COW ROW acquisition cost average.**
- **By the end of phase III** of the Performance Management Plan, **80% of the city's services are efficient and effective** (judged by ICMA standards)

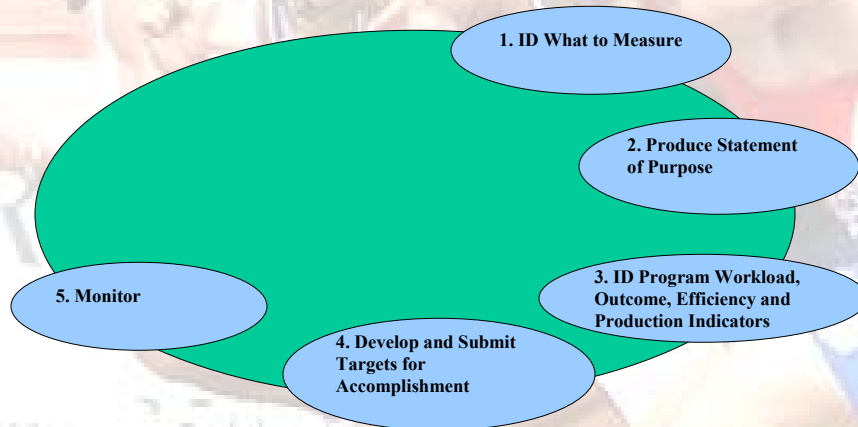
Relevant: to those who will be required to meet them; they must have enough control over their work to be able to meet their targets, or their motivation will suffer

- Increase overall “Wichita Wild Habitat” **park** areas by 5% in the next fiscal year
- At the **end of phase III** of the Performance Management Plan, 80% of the city's services are effective (judged by ICMA standards)
- By the **end of phase III** of the Performance Management Plan, 80% of the city's services are effective (judged by ICMA standards)

Timed: there should be a set timescale for achieving a target; open-ended targets may not encourage focused effort on improving performance

- Increase overall “Wichita Wild Habitat” park areas by 5% in the **next fiscal year**
- At the **end of the S. Corridor acquisition**, ROW costs will be 10% below the historical COW ROW acquisition cost average.
- By the **end of phase III** of the Performance Management Plan, 80% of the city's services are efficient and effective (judged by ICMA standards)

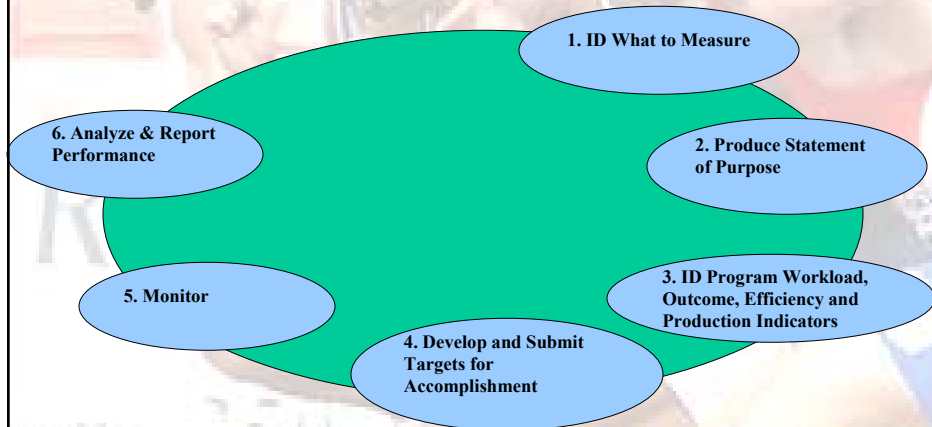
The Performance Management System



5. Monitor

- Monitor (which is different than reporting) on a continuous basis to make instantaneous adjustments
- Information could be disseminated to staff
- Frequency should not overtax organization's resources ($\text{benefit/cost} > 1$)

The Performance Management System



6. Analyze & Report Performance

Compare actual performance to:

1) Ourselves First

Can we do better than our own history?

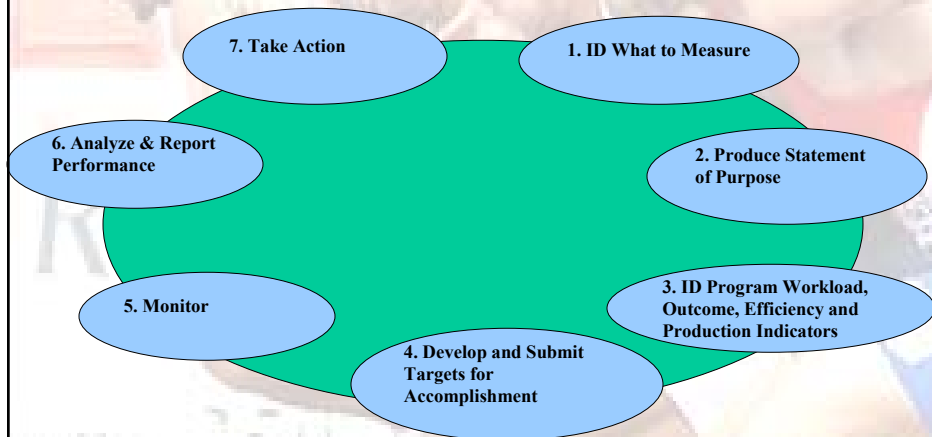
2) Others

When it is a fair apples/apples comparison

3) Standards

When we know what good performance is

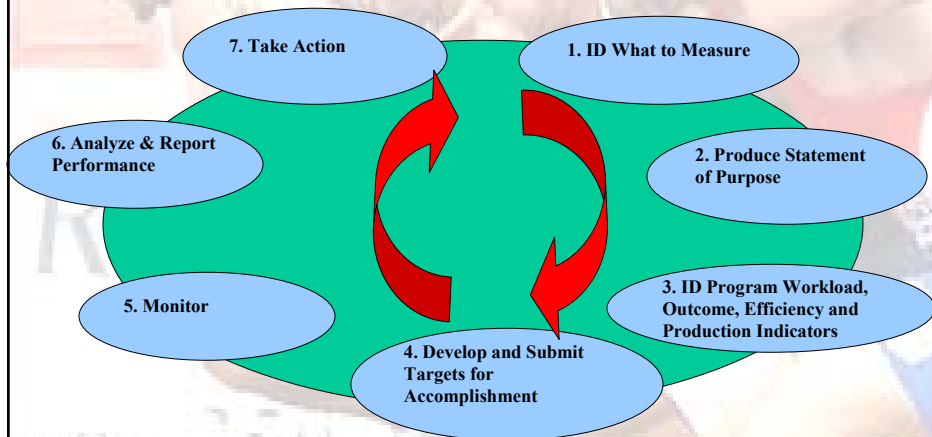
The Performance Management System



7. Take Action

- Look for weaknesses and threats
- Look for strengths and opportunities
- Take appropriate actions

The Performance Management System

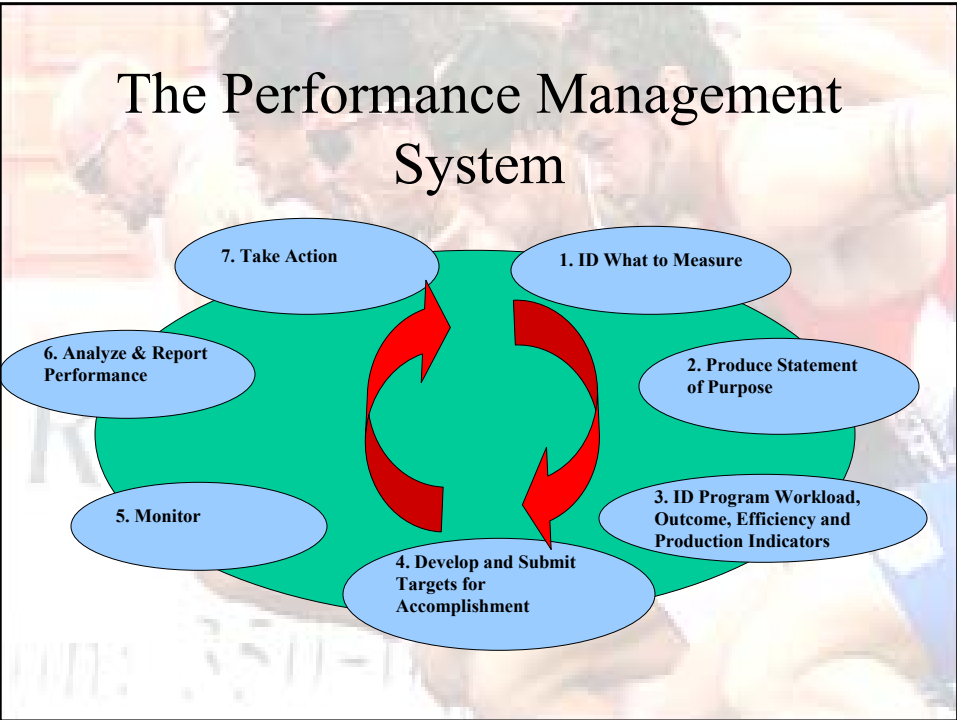


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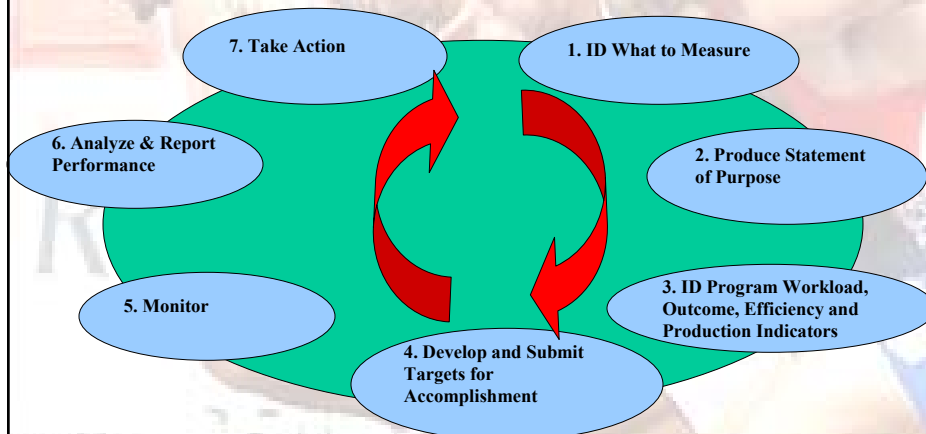




Actual Budget Office Performance Measurement: A top down approach from Broad Visions to Specific Measures



The Performance Management System



Your Quadrant: what are some measures and SMART goals for your programs?

	Quantity	Quality
Input	Quantity	
Input	Performance Measures :	
	1) # of performance management classes offered, 2) # of employees at classes	
Output	SMART Targets :	
	1) 5 classes, 2) 150 total students	

Your Quadrant: what are some measures and SMART goals for your programs?

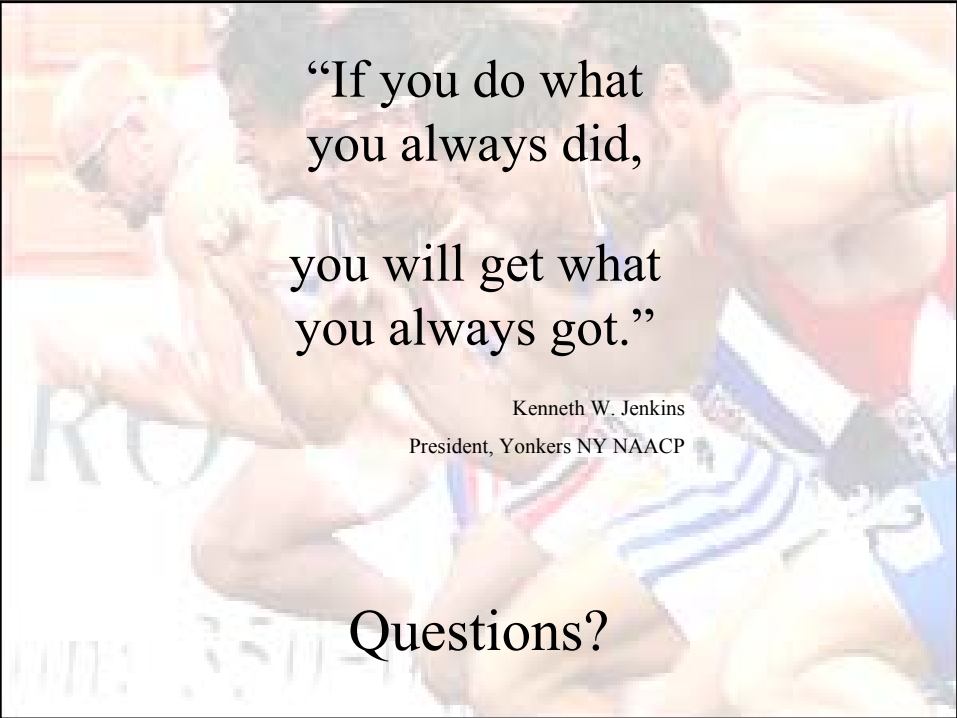
	Quantity	Quality
Output	Quantity	
Output	Performance Measures :	
	1) (during checkback) # surveys $\geq 75\%$	
Output	SMART Targets :	
	1) 135 total surveys $\geq 75\%$	

Your Quadrant: what are some measures and SMART goals for your programs?

	Quantity	Quality
Input	Quality Performance Measures : 1) %of class that works directly with budget submittal, 2) student/ teacher ratio ----- SMART Targets : 1) 50%of class directly works with budget, 2) 1 teacher / 15 students (.067)	
Output		

Your Quadrant: what are some measures and SMART goals for your programs?

	Quantity	Quality
Input	Quality Performance Measures : 1) %of surveys >=75% ----- SMART Targets : 1) 90%of surveys pass	
Output		



“If you do what
you always did,
you will get what
you always got.”

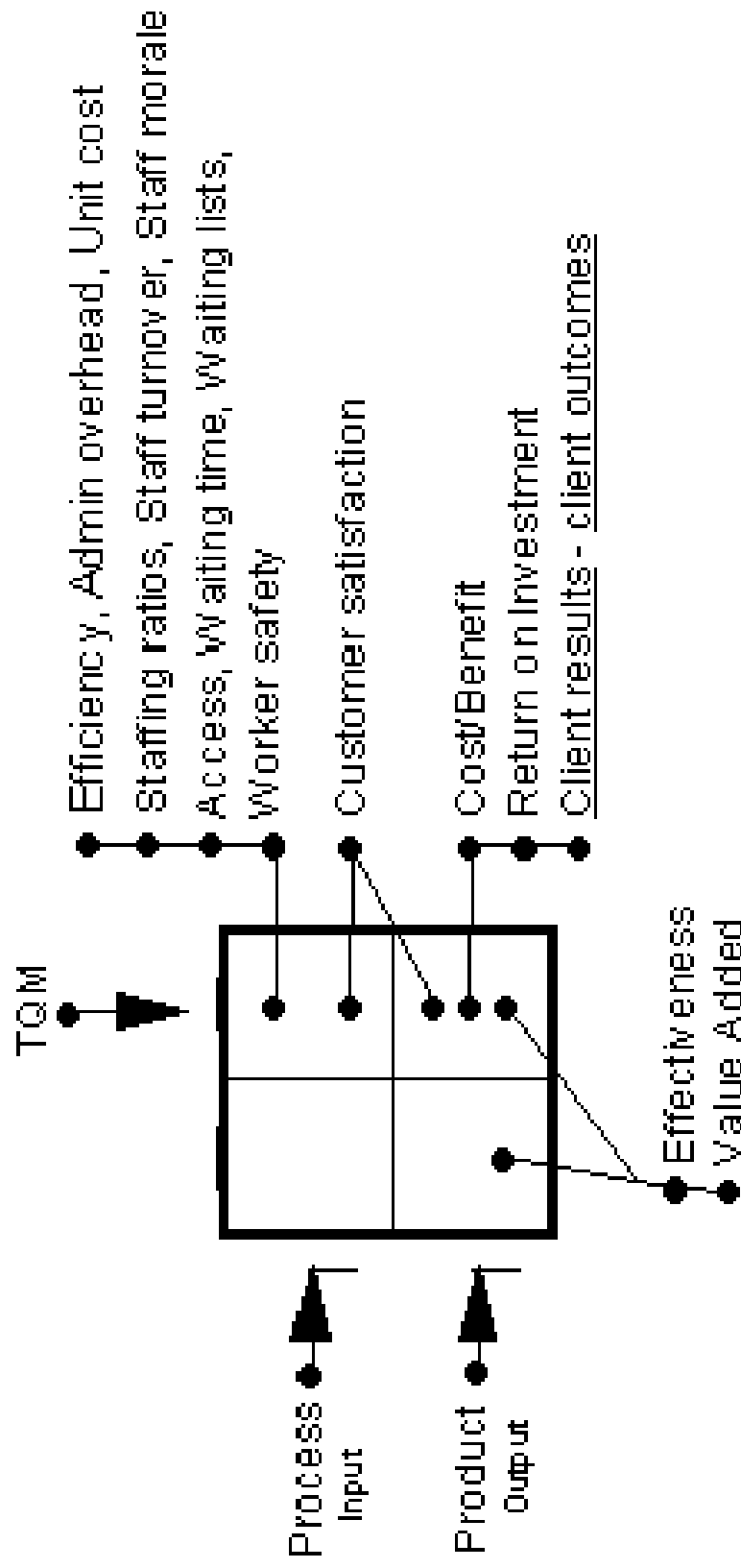
Kenneth W. Jenkins
President, Yonkers NY NAACP

Questions?



APPENDIX

Links to Other Performance Measurement Terms



Mission: City Manager

Goal: Create a high performance organization

Objective: Establish performance management throughout organization based on ICMA standards/scorecards

Quantity		Quality
Input	<u>Perf. Measures: Amount of Service (W o r k l o a d)</u> ~ # of employees ~ Dept/ City Cost SMART Targets: ~ FTE = 3090.8 ~ Personnel cost: \$ 141,074,865 ~ Total Cost 2003: \$ 327,714,505	<u>Perf. Measures: Value of Service? (E f f i c i e n c y)</u> ~ citizens per employee ~ cost per citizen ~ cost per employee SMART Targets: ~ 346,505/ 3090.8 = 112 citizens per employee ~ \$ 327,714,505/ 346,505 = \$ 946 per citizen ~ \$ 141,074,865/ 3090.8 = \$ 45,643
	<u>Perf Measures: Amount of Change (P r o d u c t i o n)</u> ~ # of departmental scorecards (judged by ICMA standards) > a set % or Pass/Fail	<u>Perf. Measures: Value of Change (O u t c o m e)</u> ~ % of departmental scorecards (judged by ICMA standards) > a set % or Pass / Fail and the dollars associated with them. SMART Targets: ~ By the end of Phase III of the Performance Management Program, based on ICMA standards, 80 % of the City's services will be effective and efficient.
Output	<u>SMART Targets:</u> ~ 14 departmental scorecards = Pass	

Mission: Planning
Goal: Efficiently plan major South Corridors
Objective: Reduce Right of Way acquisition costs

Quantity		Quality
Input	<u>Perf. Measures: Amount of Service (W o r k l o a d)</u> ~ Staff hours ~ Staff costs	<u>Perf. Measures: Value of Service? (E f f i c i e n c y)</u> ~ Staff costs / acre ~ Staff hours / acre
	<u>SMART Targets:</u> ~ FTE = 3090.8 ~ Personnel cost: \$ 141,074,865 ~ Total Cost 2003: \$ 327,714,505	<u>SMART Targets:</u> ~ 346,505/ 3090.8 = 112 citizens per employee ~ \$ 327,714,505/ 346,505 = \$ 946 per citizen ~ \$ 141,074,865/ 3090.8 = \$ 45,643
Output	<u>Perf Measures: Amount of Change (P r o d u c t i o n)</u> ~ Acres purchased	<u>Perf. Measures: Value of Change (O u t c o m e)</u> ~ Cost per acre in South Corridor per average City of Wichita Right of Way cost/ acre
	<u>SMART Targets:</u> ~ 14 departmental scorecards = Pass	<u>SMART Targets:</u> ~ At the end of the South Corridor acquisition, Right of Way costs will be 10% below the historical City of Wichita Right of Way acquisition cost average.

Mission: Parks and Recreation

Goal: Create additional "Wichita Wild Habitat" park areas

Objective: Plant seedling trees in designated City parks

Quantity		Quality
Input	<u>Perf. Measures: Amount of Service (W o r k l o a d)</u> ~Hours dedicated to planting seedlings	<u>Perf. Measures: Value of Service? (E f f i c i e n c y)</u> ~Hours dedicated per seedling planted
	<u>SMART Targets:</u> ~FTE = 3090.8 ~ Personnel cost: \$ 141,074,865 ~ Total Cost 2003: \$ 327,714,505	<u>SMART Targets:</u> ~ 346,505/ 3090.8 = 112 citizens per employee ~ \$ 327,714,505/ 346,505 = \$ 946 per citizen ~ \$ 141,074,865/ 3090.8 = \$ 45,643
Output	<u>Perf Measures: Amount of Change (P r o d u c t i o n)</u> ~# of seedlings planted	<u>Perf. Measures: Value of Change (O u t c o m e)</u> ~% of park land per park with 20 or more trees / acre
	<u>SMART Targets:</u> ~ 14 departmental score cards = Pass	<u>SMART Targets:</u> ~ Increase "Wichita Wild Habitat" park areas overall by 5% in the next fiscal year.

Mission: Art Museum's

Goal: insure preservation, increase collection and exposure

Objective: assure no art is lost, stolen, damaged, etc., obtain more art \$\$, increase those who see art

Quantity		Quality	
Input		<u>Perf. Measures: Amount of Service (W o r k l o a d)</u> ~ or ganizational budget ~ staff cost, number ~ building square feet	<u>Perf. Measures: Value of Service? (E f f i c i e n c y)</u> ~ square footage/ budget ~ budget/ SedCo. Population (spending per capita) ~ staff number / SedCo. Population (staff per capita)
		SMART Targets:	SMART Targets:
Output		<u>Perf Measures: Amount of Change (P r o d u c t i o n)</u> ~ \$ of Art ~ # of art pieces ~ # of visitors (in/ out of SedCo) ~ # of memberships (new, renewal) ~ private donation \$	<u>Perf. Measures: Value of Change (O u t c o m e)</u> ~ change in membership (new, renewal) ~ change in # of visitors (in/ out of SedCo.)
		SMART Targets:	SMART Targets: for 2006 ~ 5% increase in new and renewal membership numbers ~ 10% increase in visitors outside of SedCo.

Example Measures

	Quantity	Quality
Input	<p><u>Perf. Measures: Amount of Service (Workload)</u></p> <p>~Public Revenue; ~Private Revenue; ~Total Cost; ~# of employees; ~# of sq. footage</p> <p>-----</p> <p>SMART Targets:</p> <p>-----</p>	<p><u>Perf. Measures: Value of Service? (Efficiency)</u></p> <p>~Public/ Private revenue; ~Cost/ Revenue (public, private, total); ~%change in private revenue; Employees/ Revenue; ~Cost (employees)/ Revenue; Sq. footage/ Revenue</p> <p>-----</p> <p>SMART Targets:</p> <p>-----</p>
Output	<p><u>Perf Measures: Amount of Change (Production)</u></p> <p>~# of memberships (new, renewal, total); ~# of visitors (inside, outside Sedg. Co.); ~# of shows, exhibits, events, etc.; ~\$ of collections</p> <p>-----</p> <p>SMART Targets:</p> <p>-----</p>	<p><u>Perf. Measures: Value of Change (Outcome)</u></p> <p>~% change in memberships (new, renewal, total); ~% change in visitors (inside, outside Sedg. Co., total); ~% change in customer satisfaction; ~Sq. foot/ membership or visitors</p> <p>-----</p> <p>SMART Targets:</p> <p>-----</p>

Additional Performance Measurement Examples

DOT Bridge Inspections

		Quantity	Quality
Effort		How much did we do? Number of inspections	How well did we do it? Percent on schedule
	Effect	Is anyone better off? Number of bridge closings for non-scheduled maintenance	
		Percent of bridge closings for non-scheduled maintenance	

DOT Road Maintenance

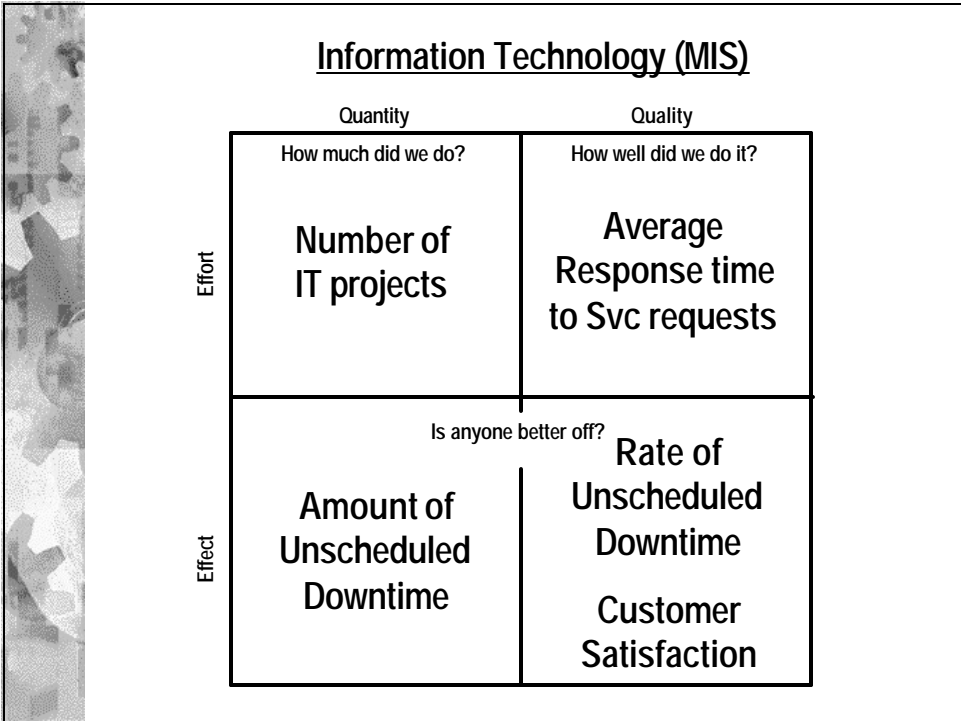
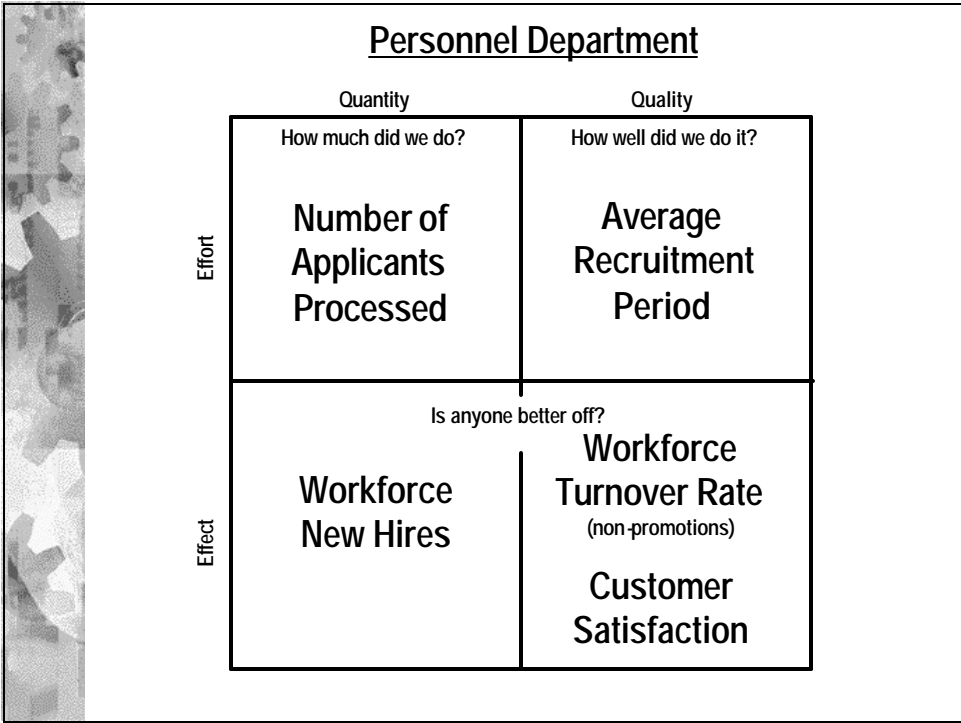
	Quantity	Quality
	How much did we do?	How well did we do it?
Effort	Number of miles of road maintained	Percent of maintenance on schedule
Effect	Is anyone better off?	
	Number of accidents Number of new jobs	Accidents per mile Growth in road based jobs

Commerce Tourism

	Quantity	Quality
	How much did we do?	How well did we do it?
Effort	Number of books sent to interested consumers	Cost per inquiry delivered
Effect	Is anyone better off?	
	Number of tourists Number tourist businesses	Tourism market share Growth in tourist industry

<u>Environment: Water Quality</u>			
Effort	Quantity How much did we do?	Quality How well did we do it?	
	Number of stream stations monitored	Average sites per monitor per month	
Effect	Is anyone better off?		
	Number miles of healthy streams	Percent miles of healthy streams	

<u>Banking & Insurance Regulation</u>			
Effort	Quantity How much did we do?	Quality How well did we do it?	
	# Bank Audits # Insurance Companies Monitored	% Bank Audits on time % Staff with CPA's	
Effect	Is anyone better off?		
	# Bank Failures # Incidents of Insurance Fraud	% Bank Failures Rate of Insurance Fraud	



		Every Program	
		<u>(Financial Performance Measures)</u>	
		Quantity	Quality
Effort	How much did we do?	Cost (total)	How well did we do it? Unit Cost
	Is anyone better off?		
Effect	Benefit Value (total)	Cost-Benefit (ratio)	

		Welfare to Work	
		Quantity	Quality
Effort	How much did we do?	Number of persons provided job training	How well did we do it? Percent with child care and transportation needs met
	Is anyone better off?		
Effect	Number employed 6 months after completion	Percent employed 6 months after completion	

<u>Child Welfare</u>			
Effort	Quantity How much did we do?	Quality How well did we do it?	
	Number of children in foster care	Average number of changed foster care placements per child	
Effect	Is anyone better off?		
	Number of children in stable permanent plcmt after 6 months in care	Percent of children in stable permanent plcmt after 6 months in care	

<u>Corrections</u>			
Effort	Quantity How much did we do?	Quality How well did we do it?	
	# Inmates	Rate of overcrowding	
Effect	Is anyone better off?		
	# Recidivism	% Recidivism	

Juvenile Justice

	Quantity	Quality
	How much did we do?	How well did we do it?
Effort	Number of children in custody	Percent of children in community based (vs. institutional) care
Effect	Is anyone better off?	
	Number of children exiting custody	Percent of children exiting custody with no repeat offence in 6 months

Mental Health

	Quantity	Quality
	How much did we do?	How well did we do it?
Effort	Number of hours of treatment	Time until the next opening in the appointment schedule
Effect	Is anyone better off?	
	Number of clients in school or employed	Percent of clients in school or employed

Homeless Services

Effort	Quantity How much did we do?	Quality How well did we do it?
	Number of bed days provided	Staff turnover rate
Effect	Is anyone better off?	
	Number of clients who return within 3 months	Percent of clients who return within 3 months (recidivism rate)

Special Education

Effort	Quantity How much did we do?	Quality How well did we do it?
	# students # assessments # IEP's	Teacher retention rate Rate of disproportional representation % IEP's on time
Effect	Is anyone better off?	
	# proficient (reading, math) # graduation # working or in school after graduation	% proficient (reading, math) % graduation % working or in school after graduation

<u>Education</u>			
Effort	Quantity How much did we do?	Quality How well did we do it?	
	Number of students	Student-teacher ratio	
Effect	Is anyone better off?		
	Number of 9th graders who enter college or employment after graduation	Percent of 9th graders who enter college or employment after graduation	


<u>Health Plan or Practice</u>			
Effort	Quantity How much did we do?	Quality How well did we do it?	
	Number of patients treated	Percent of patients treated in less than 1 hour	
Effect	Is anyone better off?		
	Incidence of preventable disease	Rate of preventable disease	

Drug/Alcohol Treatment Program

Effort	Quantity How much did we do? Number of persons treated	Quality How well did we do it? Percent of staff with training/certification
	Is anyone better off?	
Effect	Number of clients off of alcohol & drugs - at exit - 12 months after exit	Percent of clients off of alcohol & drugs - at exit - 12 months after exit


Fire Department

Effort	Quantity How much did we do? Number of responses	Quality How well did we do it? Response Time
	Is anyone better off?	
Effect	Number of fire related deaths (in catchment)	Rate of fire deaths per 100,000



<u>General Motors</u>		
	<div>Quantity</div> <div>How much did we do?</div> <div>Production hours</div>	<div>Quality</div> <div>How well did we do it?</div> <div>Employees per vehicle produced</div>
<div>Effort</div>	<div>Is anyone better off?</div> <div> <div>Number of cars sold</div> <div>Amount of Profit</div> </div> <div> <div>Market share</div> <div>Profit per share</div> <div>Car value after 2 years</div> </div>	
<div>Effect</div>		

Ref: USA Today 9/28/98



		Quantity		Quality	
Effort		How much did we do?		How well did we do it?	
		<u>Least</u> Important		2 nd Most Important	
Effect		Is anyone better off?			
		3 rd Most Important		<u>Most</u> Important	

Professional Development

		Quantity	Quality
Effort	How much did we do?		How well did we do it?
		Number of students & teachers served Number of workshops	Unit cost % of teachers with PD plan
Effect	Is anyone better off?		
	# teachers who used training (by self rept or observation)	% teachers who used training (by self rept or observation)	
	# Teachers retained # Achievement in classroom with trained teachers	Teacher retention rate Achievement rates in classroom with trained teachers	

"Never doubt that a small group of thoughtful committed citizens can change the world.

Indeed it's the only thing that ever has."

- Margaret Mead

Mission:
Goal:
Objective:

Quantity		Quality	
Input		<div>Perf. Measures: Amount of Service (W o r k l o a d)</div> <div>SMART Targets:</div>	<div>Perf. Measures: Value of Service? (E f f i c i e n c y)</div> <div>SMART Targets:</div>
		<div>Perf Measures: Amount of Change (P r o d u c t i o n)</div> <div>SMART Targets:</div>	<div>Perf. Measures: Value of Change (O u t c o m e)</div> <div>SMART Targets:</div>
Output			

The Performance Management System

